

~~CONFIDENTIAL~~ER 0119-89
3 January 1989

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Inspector General

FROM: Executive Director

SUBJECT: Results of 1988 Running of the DCI Seminar

1. As you may have heard, we concluded the 1988 running of the DCI Seminar with an offsite session [redacted] in December. The 30 GS-15 through SIS-3 participants who attended this final session were divided into four study groups to examine and report back to a panel of four office directors (Roy Elmendorf, Frank Ruocco, Joe DeTrani, and [redacted] and myself on two topics that I had selected, and that you and our other speakers touched on during the course of the year:

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- ° What should we be looking for in future Agency leaders?
- ° What should we be doing to prepare the Agency for the future?

This format, which resulted in the bringing together of about 600 man-years of Agency experience, made for a lively and stimulating exchange of ideas, some of which I want to share with you -- particularly, the points of commonality between the four discussion groups, and the points of disagreement between the discussion groups and the panel of senior managers.

2. Two of the groups addressed the leadership issue. Both identified maturity, integrity, vision, expertise, and communicativeness, as well as an ability to maintain perspective, take risks, manage change, and delegate authority as qualities that we should be seeking in our future leaders. Other qualities mentioned included such things as creativity, decisiveness, a caring attitude, and the ability to learn and to operate without guidance. In response to a question about how we should go about developing our future leaders, both groups saw training, rotational assignments, and mentoring as essential to the process. I was struck by their criticism of the state of internal communications on budget, professional, organizational and other issues and their emphasizing the need for more candid communications upward and downward throughout the organization. They saw conferences such as this one (and the earlier Manager's Offsite [redacted] as important mechanisms to encourage such communications.

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3. The two other groups addressed the organizational issue. Both thought that we needed to put more time and effort into long-range or strategic planning, develop a clearer concept of our organizational goals, and communicate those goals more effectively to the troops. One group noted that our OSS heritage has resulted in an organization designed to protect information, while what we need in today's environment is to share information more widely. Both groups thought that we needed to go further in breaking down internal barriers to communications; surprisingly, there was virtually no mention of security compartmentation, per se. My guess is that the discussion groups didn't see these issues as related...a measure of the degree to which some attitudes have changed over the years. In this connection, however, one group thought that parochialism was rewarded in some parts of the Agency.

4. One of the groups maintained that an "old boy" net still controls promotions, rewards, and assignments -- a sentiment that seemed especially meaningful to the female participants, although I believe nearly everyone agreed. The panel of office directors took exception to this view, believing that today's career panel system has largely eliminated such male-dominated networking. I was also struck by the earnest conviction of some participants that our senior managers don't work together or cooperate to solve important Agency problems. They seemed honestly surprised at my listing of several areas where we had worked together to solve such problems.

5. On risk taking, most of the participants in the discussion groups agreed with the view that the penalty for risk-taking is so great in the Agency that many managers would rather play it safe than risk their careers. In contrast, the panel of executives thought that the Agency not only encouraged risk-taking, but was forgiving of those who take legitimate risks and fail. On rewarding good performance, some of the groups suggested that the Agency does not have the right tools to reward the best performers; the manager's panel, on the other hand, expressed the belief that the Agency's newly expanded awards program provides just such tools. There also was a spirited discussion of the need to make tradeoffs, establish priorities, and "just say no" in today's tight budgetary environment.

6. When surveyed afterwards, all of the participants agreed that their year together attending the monthly seminar sessions was an extremely useful learning experience, provided useful insights into senior officer's attitudes toward some important management issues, and served as a good opportunity to mix with peers in other parts of the Agency. Most of them also thought that the final offsite session (an innovation this year) was the highlight of the program. They encouraged more such sessions next year.

7. I would like to take this opportunity to thank you again for contributing to the success of this year's program, not only by serving as speakers, but also by sending good people to participate. All of us will benefit in the end. (It's a tribute to the quality of the people nominated by you that a number of participants in previous runnings of the seminar have already risen to positions of higher responsibility in the Agency.) I will be back in touch with you soon for nominees to participate in next year's program, and to enlist your assistance as speakers.

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8. For what it is worth, the DA and DS&T participants were the most faithful attendees this past year, with one of the DS&T folks leading the way with perfect attendance. The DI and DO people were less faithful attendees, with a couple of DI and DO officers attending only one or two sessions. As was the case the previous year, all or nearly all the DO, DA, and DS&T participants showed up when their DD was the featured speaker; DI participants were less intimidated by the DDI's appearance!

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James H. Taylor

cc: Each DCI Seminar Participant

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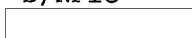
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